



# Finding Common Ground for a Better Future: Report on the CBO Convenings September 2022

November 1, 2022

## The Root Change Report Team

Lead author:  
Beryl Levinger, Ph.D.

Contributing authors:  
Justin Bench  
Evan Bloom  
Rubayi Estes  
Ena Yasuhara Li  
Claudia Liebler  
Anab Mohamed  
Alfredo Ortiz



# Contents

<b>Acronyms</b>	<b>3</b>
<b>Executive Summary</b>	<b>5</b>
<b>Introduction</b>	<b>9</b>
<b>Topic One: Working with Others</b>	<b>12</b>
1.1. Peer-to-Peer Learning and Collaboration.	12
1.2. CBO-VA58 Campaign Relationship	15
1.3. Outreach to Youth	17
<b>Topic Two: Pursuing Equity and Inclusion</b>	<b>19</b>
<b>Topic Three: Building Resilience</b>	<b>23</b>
3.1. Pandemic's Toll on CBO Constituents and Frontline Workers	23
3.2. Resilience-Building Strategies	26
<b>Conclusions and Recommendations</b>	<b>29</b>
<b>Annex A:</b> Compendium of Convening Presentations and Products	32
<b>Annex B:</b> Agenda and Facilitator Profiles	34
<b>Annex C:</b> Organizations in Attendance	39
<b>Annex D:</b> Works Cited	41

## Acronyms

<b>CCHP</b>	California COVID-19 Community Health Project
<b>CBO</b>	Community-based organization
<b>CSO</b>	Civil society organization
<b>CIT</b>	Collective Impact Table
<b>LGBTQ+</b>	Lesbian, Gay, Bisexual, Transgender, Queer Plus
<b>LHJ</b>	Local Health Jurisdiction
<b>NPP</b>	Neighborhood Partnership Program
<b>OCPSC</b>	[California] Office of Community Partnerships and Strategic Communications
<b>RPMs</b>	Regional Program Managers
<b>VA58</b>	Vaccinate ALL 58 [counties]
<b>YEPP</b>	Youth Engagement Partnership Program

---

# Acknowledgements

In September 2022, the Vaccinate ALL 58 Campaign under the new Office of Community Partnerships and Strategic Partnerships brought together over 200 Community-based Organizations (CBOs) representatives to reflect on the last two years of community outreach during the pandemic. As one group concluded, "Community is our most powerful tool in bringing us together."

This report is an analysis of the themes captured from the three convenings in North, Central and Southern California. In highly interactive sessions, participants learned from one another, generated new ideas, and established connections with their peers to strengthen their own community outreach strategies. Please see Annex A: Compendium of Convening Presentations and Products for resources and products from the convenings.

To get a glimpse of the work and energy in the room, please view this short [video](#) of highlights:

The Convenings would not have been possible without the full participation of our CBO partners who serve as trusted messengers to engage with communities around the State.

The expert guidance of the Root Change team of facilitators created interactive and meaningful spaces to engage and document the proceedings. The VA58 Team coordinated the logistics and note-taking to execute the events in three cities. We thank all of you for your passion and dedication.

The September Convenings lay a strong foundation to continue California's commitment to equity through our new Office of Community Partnerships and Strategic Communication.

We look forward to continuing our partnerships.

Yumi Sera  
Executive Director  
Office of Community Partnerships and Strategic Communication  
Governor's Office of Planning and Research  
1400 10th Street | Sacramento, CA 95814



# Executive Summary

Sessions engaged 204 representatives from 123 participating community-based organizations (CBOs)



This report presents insights gathered during three convenings of community-based organizations (CBOs). Sponsored by the Vaccinate ALL 58 (VA58) Campaign, sessions engaged 204 representatives from 123 participating community-based organizations (CBOs). Out of the CBOs, 111 CBOs are funded by the VA58 California COVID-19 Community Health Project (Phase 3) and 12 by the VA58 Youth Engagement Partnership Program. Three cities— Sacramento, Fresno, and Long Beach—each hosted a two-day event in September 2022. Fifty-four VA58 staff also participated to listen, learn, and facilitate relationships and provide logistical support.

The Vaccinate ALL 58 Campaign reflects the State's commitment to equity and inclusion. Undergirding the Campaign is an outreach strategy rooted in a robust network of CBOs that serve as “trusted messengers” to vaccine-hesitant Californians. As Campaign partners, they provide culturally appropriate information, appointment assistance, and other forms of support to families on their vaccination journey. Based on their first-hand knowledge of the communities they serve, CBO outreach workers knock on doors, create inviting special events, and dispel misinformation with a culturally relevant approach. The Campaign-CBO partnership focuses on communities where vaccine and health equity disparities are the most pronounced.

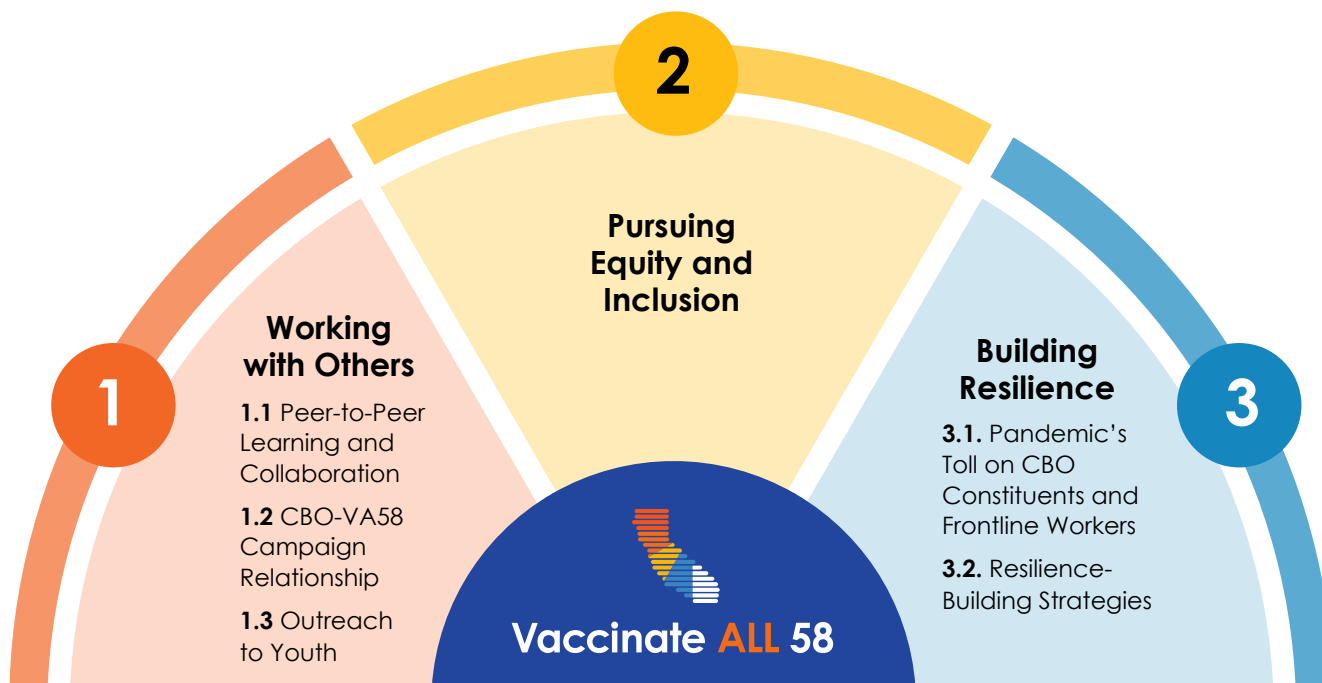
The September 2022 convenings were designed for VA58 Campaign and CBO participants “to find common ground and shape a shared future.” The program focused on identifying lessons learned, stimulating new collaborative linkages, and fostering peer-to-peer learning through highly interactive sessions.



## Emerging Topics and Themes

Three topics and six main themes emerged from the conversations, as summarized in the figure below.

Figure 1. Convening themes and topics



### 1. Working with Others

**Peer-to-peer learning and collaboration.** CBO participants voiced a strong desire to learn from and with one another. They also displayed a burgeoning interest in pursuing new partnering opportunities to extend their outreach and impact. CBOs recognized networking events with interactive learning sessions and peer-to-peer exchanges as potent vehicles for responding to these aspirations.

**The relationship between CBOs and the VA58 Campaign.** CBOs feel connected to the VA58 Campaign. Participants voiced great appreciation for the many ways the Campaign supports their work. Convening attendees recognized VA58 Campaign Regional Program Managers as essential assets and trustworthy partners. At the same time, participants voiced a desire to exert more influence in resource allocation decisions. They would also like to see the regional offices play an enhanced role by strengthening ties and coordination among CBOs in the region.

**Outreach to youth.** CBOs see great value in exploring future outreach and partnering activities related to youth. Many CBO representatives, especially in Fresno and Long Beach, explained the importance of outreach to youth as inextricably linked to their community's future. To connect to young people, CBOs need to build social media capacity, message youth intentionally, and create linkages to local schools and colleges.

## 2. Pursuing Equity and Inclusion

**Pursuing equity and inclusion.** Equity is the most important value that unites everyone participating in the convenings. Many participants stressed that inclusion is a prerequisite to equity. Without a deep commitment to reaching everyone, equity cannot be achieved. The importance of listening with cultural humility was highlighted as an integral component of inclusion plans. While in-language communication was highly valued as a pathway to inclusion, participants shared a multifaceted vision that transcended language. They spoke of outreach and engagement with all communities (geographic or otherwise), all CBOs, all age groups, all gender identities, all abilities, and all demographic categories (including religion, race, income, and employment, among others).

## 3. Building Resilience

**The pandemic's toll on CBO constituents and frontline workers.** The pandemic has exacted a heavy physical and emotional toll on CBO constituents and the frontline CBO workers who serve them. Burnout was a significant challenge for CBOs, with consequences that reached beyond the mental health concerns of individual CBO staff members. While the pandemic exacted a substantial burden on CBOs, it also helped them experience greater organizational self-confidence, relationships with new actors, a more unified CBO network, a deeper understanding of the underlying causes of health disparities, and new ways to address inequities.

**Building CBO and community resilience during the pandemic.** Resilient communities, when faced with a crisis, can resist, absorb, adapt to, and recover in a timely manner. Over time, these communities will surpass the level of well-being they experienced at crisis onset. CBOs employ many strategies to promote resilience, including learning, feedback loops, the cultivation of political ties, and self-care. Learning is an essential component of CBO resilience-building work.



## Convening Theory of Change

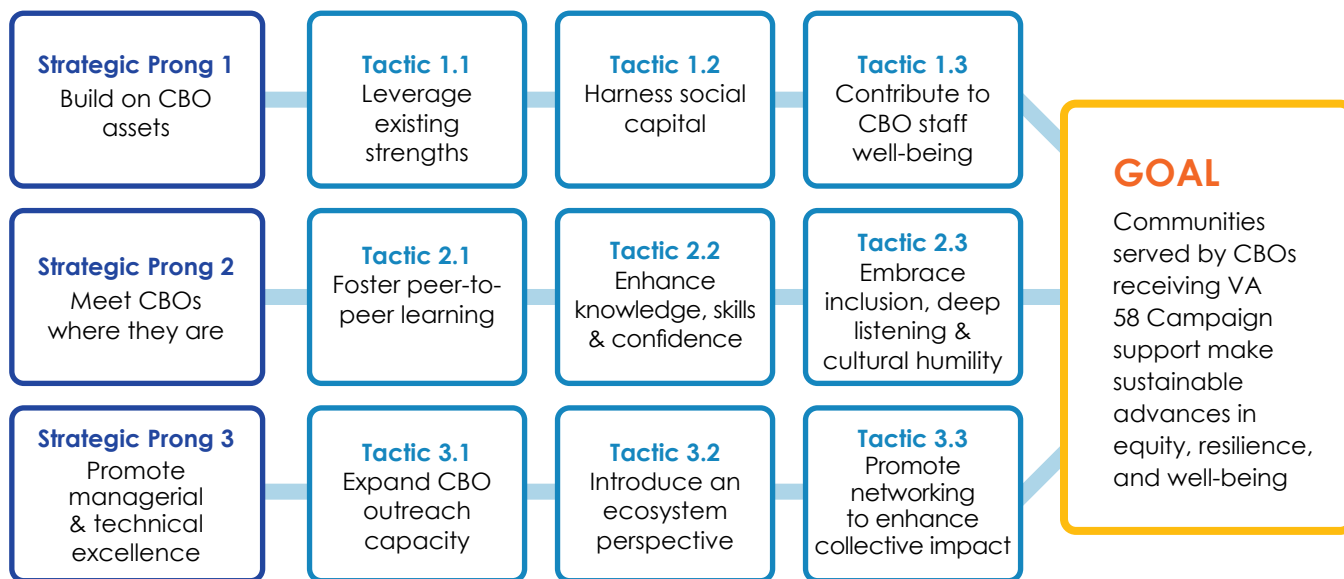
The convenings' design reflected a three-pronged theory of change. The first prong focused on **building CBO assets**. This was done through open dialogue during plenary sessions, "tabletop" activities that engaged both head and heart, and highly interactive workshops that encouraged participants to share knowledge. Explicit conversation about burnout acknowledged the trauma and hurt that many participants have experienced over the last three years and allowed attendees to bring their authentic selves to the event.

The second prong from the theory of change was to design events to **meet CBOs where they are**. The emphasis on peer-to-peer learning communicated powerfully to participants that the State recognizes them as the true experts in how to respond to their communities' needs. Deep listening and cultural humility generated trust.

The third prong from the theory of change focused on **technical and managerial excellence**. Supporting tactics involved fostering strategic networking and connections among participants to amplify their outreach and impact. Many attendees appreciated the opportunity to connect to new organizations having complementary experiences and insights.

Overall, the theory of change that implicitly shaped the convenings appears to have been well suited to participant preferences.

**Figure 2. Convening theory of change**



A concluding section of the report offers recommendations regarding areas for future consideration or research. Among the topics proposed for additional exploration are how to engage with small CBOs; the use of technology to reach youth; resources to respond to staff burnout; and future roles that CBOs might play within the Collective Impact Tables.



# Introduction



Southern California CBO Convening,  
Long Beach



Central Valley CBO Convening, Fresno



Northern California CBO Convening,  
Sacramento Convening

This report presents insights gathered during three convenings of community-based organizations (CBOs). Sponsored by the Vaccinate ALL 58 (VA58) Campaign, these sessions engaged 204 representatives from 123 participating organizations. Three cities, Sacramento, Fresno, and Long Beach, served as venues for the two-day events. Invitees, who attended the convening closest to their outreach work, came from CBOs funded by the California COVID-19 Community Health Project Phase 3 (111) or CBOs participating in the Youth Engagement Partnership Program (12).

**Sessions engaged 204 representatives from 123 participating community-based organizations (CBOs)**

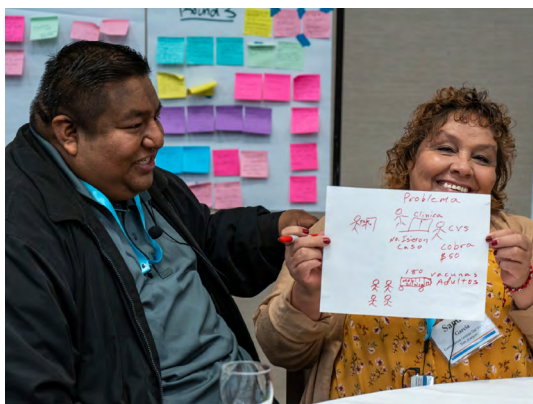
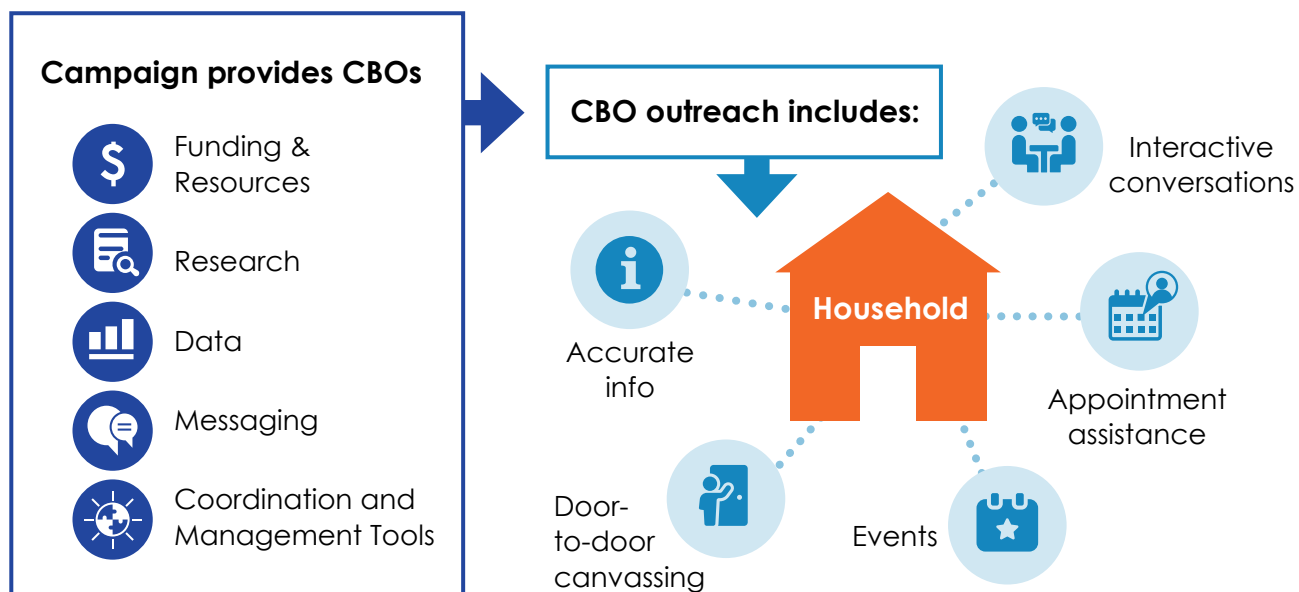
California is known throughout the world as the place where dreams take flight. The State takes pride in its role as the “inventor of the future.” In the public policy realm, innovation entails bringing an elusive but critical vision to life: a California that works for ALL. To realize this goal, the State has embraced another powerful innovation, a close partnership with CBOs that work in underserved communities—places where residents often face language barriers as well as discrimination based on race, ethnicity, documentation status, geography, gender identity, or sexual orientation.

California’s COVID-19 vaccination education and outreach initiative, the Vaccinate ALL 58 Campaign, reflects the State’s commitment to equity and inclusion (the “ALL” in the Campaign’s official name). Undergirding the Campaign, which was launched in December 2020, is an outreach strategy rooted in a robust network of CBOs that serve as “trusted messengers” to the vaccine hesitant. CBOs, often working with other local service-providers, are invaluable Campaign partners. They provide culturally appropriate information, appointment assistance, and other forms of support to families on their vaccination journey.

Outreach workers, drawing upon their first-hand knowledge of the communities they serve, knock on doors, create inviting special events, and dispel misinformation with a culturally relevant approach. The Campaign-CBO partnership focuses on communities where vaccine and health equity disparities are the most pronounced (the bottom two quartiles on various statewide health metrics).

The Campaign supports CBO engagement with vaccine-hesitant families in many ways. For example, Campaign staff provides CBO outreach workers with up-to-the-minute epidemiological data to guide CBO decisions about where to target resources. They also offer partner CBOs access to the latest research on mis/disinformation, multilanguage communications tools, technical assistance, and financial resources. Additionally, the Campaign fosters close collaboration and coordination among the often-tangled web of actors working to promote vaccinations through regularly scheduled information-sharing sessions with critical regional actors.

**Figure 3. Campaign outreach**

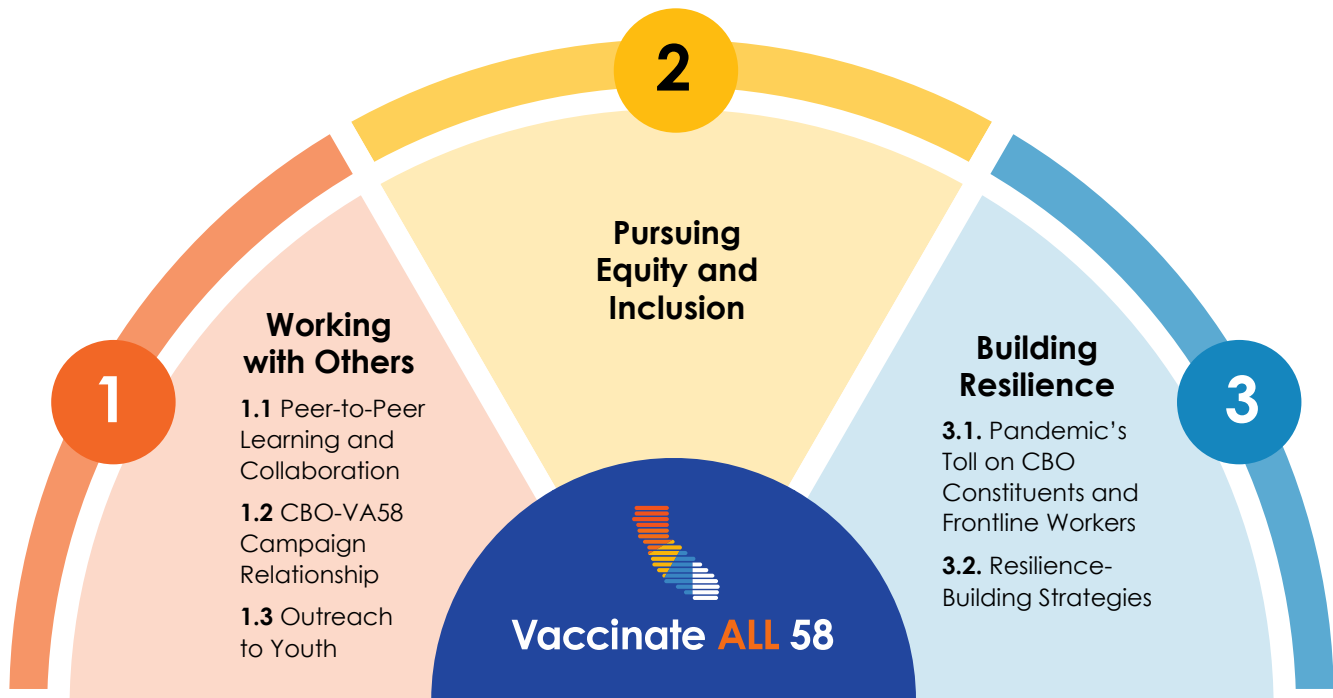


The September 2022 convenings were designed, as the invitation to them noted, “to find common ground and shape a shared future.” To achieve this goal, the program focused on identifying lessons learned, stimulating new collaborative linkages, and fostering peer-to-peer learning. Sessions were highly interactive and directly related to the CBOs’ experience with vaccination outreach. Each invited organization was encouraged (and funded) to send two participants. Interpretation was available to those who preferred to engage in Spanish.

A seven-person team from Root Change, an international NGO (headquartered in Washington, DC, with a California office) facilitated all three convenings. The Root Change mission (“to bring people together to question assumptions, think deeply, test ideas, and lead the way to a world built on social justice principles”) is exceptionally well aligned with the convenings’ purpose.

Three topics and six main themes emerged from the conversations held across the three convenings as shown in Figure Four.

**Figure 4. Convening themes and topics**



This report synthesizes participant comments related to each theme. Examples of the many “artifacts” created by participants during these discussions are also shared. Images and direct quotes are liberally incorporated into the text so that participant voices can be heard as clearly as possible. A brief report can never truly capture the breadth of conversation or the many astute observations and valuable suggestions that emerged as the three convenings unfolded. But we hope that the reader will be able to grasp the flavor and content of the three convenings and, in so doing, recognize the significance and promise that these sessions hold for our shared “California dreams.”

# Topic One: Working with Others

## 1.1. Peer-to-Peer Learning and Collaboration.

### Key Takeaways

- CBOs are very amenable to networking even though relatively little linkage-building has occurred to date. The connections that CBOs made at the convenings represent a great source of untapped potential.
- CBOs relished the opportunity to build new skills along with new connections. Peer-to-peer sharing of experiences and “lessons learned” were highly valued. Participants appreciated a facilitation model that blended the introduction of skills-based content with the opportunity to process that content with peers.
- One of the most important outcomes of the convenings will likely be new CBO-CBO partnerships.
- Participating CBOs mirrored the incredible diversity of Californians. Many cultures and communities were represented, which makes the possibility of increased collaboration among participating organizations a potent strategy for reaching California’s two poorest quartiles.

All plenary and workshop sessions were designed to foster meaningful exchanges among CBO participants, peer-to-peer collaboration, and learning. Each plenary featured “tabletop” tasks that promoted open, analytic discussions along with activities that combined creativity, fun, and whimsy. The “light touch facilitation” encouraged participants to bring their authentic selves to all sessions and modeled an ethos of learning and networking.

Many CBOs evinced a strong interest in developing connections and partnerships with groups they met during the convenings. CBOs viewed the opportunity to partner as an essential strategy for bringing more resources and know-how to the communities they serve. They also voiced a need for external resources to support networking. One caveat noted by some participants is that support for networking should take the form of investments in organizations rather than support for specific services or activities. A few groups proposed that the Office of Community Partnerships and Strategic Communications might serve as a broker (or matchmaker) by making introductions and suggesting fruitful areas of collaboration.

Participants identified several promising collaborative arrangements during plenary and small-group sessions. For example, CBO coalitions might be formed to approach funders. CBOs could also create “referral networks” to expand the menu of services available to community members. Another proposed collaborative relationship focused on seeding and replicating successful outreach or service models. Some participants suggested connecting highly localized CBOs to groups operating statewide.



*“One small group noted, “larger organizations can reach out to smaller organizations intentionally. [They can, for example,] invite smaller organizations into coalitions.”*

Several CBO participants proposed collaborative relationships that would offer smaller CBOs greater opportunities. One small group noted, “larger organizations can reach out to smaller organizations intentionally. [They can, for example,] invite smaller organizations into coalitions.” Another group proposed that larger organizations subcontract with smaller entities. Other ways that larger CBOs could partner with smaller groups included the creation of mentorships, as well as space-sharing or space-donation arrangements. On a more informal level, several participants commented on the importance of keeping each other “in the loop,” inviting peer organizations to events, attending each other’s events, and sharing information about the resources available within the CBO network.



Participants especially valued collaborative relationships and extensive networking as vehicles for learning. Peer organizations understand the unique challenges that come with working in marginalized communities where distrust of government runs high and misinformation is pervasive. Accordingly, peers readily become each other’s “experts.” For example, some CBOs expressed the need to develop more inclusive outreach models and recognized that other groups working in the same space would be especially helpful in meeting this challenge.



*“Peer organizations understand the unique challenges that come with working in marginalized communities where distrust of government runs high and misinformation is pervasive.”*

One participant observed, “We came from five different agencies and what we really took from this is that we are going through the same thing. And now we’re experiencing the same type of issues and rapids and bends and whirlpools, and also calm.” Essentially, participating CBOs recognized that they are all in the same boat.

As a small group noted on a poster it produced, “March 2020 COVID hit and changed our lives and way of being forever. [As obstacles presented themselves], the need for support from fellow CBOs arose. [We need] to work together. We have the same mission.” Another group poster proclaimed the benefits of “...collaborating with other organizations to increase community outreach.”



*"I had a great time talking to folks from other CBOs and relating to all of them. We have all gone through similar hardships in the past 2 years and it was amazing to hear how they persevered. The conversations put my work in perspective, and I can take a step back and say, "we have saved lives!"*

A common sentiment voiced by many groups was that "... collaboration leads to solidarity by showing us our shared needs and shared obstacles and allowing us to share knowledge and resources." As one participant said, "I had a great time talking to folks from other CBOs and relating to all of them. We have all gone through similar hardships in the past 2 years and it was amazing to hear how they persevered. The conversations put my work in perspective, and I can take a step back and say, "we have saved lives!" Perhaps this pithy comment about collaboration summarizes the prevailing sentiment: "Together, we are better, stronger, and faster."

Each convening concluded with an activity that invited CBO participants to imagine their most significant accomplishments in 2027 along with the changes they successfully introduced that allowed them to realize these accomplishments. At all three convenings, nearly every small group cited new partnerships and enhanced networking as major determinants of their envisioned successes.

In summary, CBO participants voiced a strong desire to learn from and with one another. They also displayed a burgeoning interest in pursuing more partner opportunities to extend their outreach and impact. Networking events with interactive learning sessions and peer-to-peer exchanges are potent vehicles for responding to these aspirations.

## 1.2. CBO-VA58 Campaign Relationship

### Key Takeaways

- Through their Regional Program Managers, participating CBOs appear connected to the VA58 Campaign.
- CBOs would like greater flexibility and agency. They seek greater opportunities to use their on-the-ground knowledge of the communities they serve to meet local needs.
- CBOs seek a greater leadership role in the State-CBO relationship. Illustratively, some participants suggested that they could rotate chairing the Collective Impact Tables (CITs) that meet twice a month.
- In general, CBOs are optimistic about their partnerships with Campaign. They feel that the Campaign wants their input and values their contributions.
- Collective Impact Tables (CITs) were suggested as a promising pathway for achieving greater collaboration across CBOs working in the same region.
- Unsurprisingly, many CBOs are unclear about how they are expected to interact with the new Office of Community Partnerships and Strategic Communications.

In general, CBO representatives expressed appreciation for the relationships they have with Campaign staff. This statement from a CBO participant in the Sacramento convening is representative of the sentiments that were shared in many sessions throughout the convenings:

“Still abuzz over the last two days. So grateful for the people (the other CBO representatives and the VA58 staff), the activities, the sessions, and the connections! My next steps: prepare a summary report for my supervisor and team, reach out to contacts that were shared with me, and lead my team in one of the group activities I experienced at the inspiring and meaningful Sacramento Convening. Thank you, everyone!”



In one of the small group activities, representatives from several CBOs created a poster (above) that depicted the close working partnership that they enjoyed with the Campaign. Their tagline was “Together we can end the pandemic!” Their drawing includes two specific visual mentions of the VA58 Campaign.



*The amount of inclusivity here today is heartwarming.... The common goal of helping others is such a positive uniting factor. Thank you VA58.*

## Tips:

### Improving Collective Impact Tables

- Create CBO-CBO mentorships and partnerships through the regional interactive meetings.
- With support from the regional office, share contact information and ways to access each other's work (to uplift everybody's work)
- Create opportunities for CBOs to learn from each other
- Create standardized training with experts
- Create feedback loops
- Identify and share ways that CBOs can become more engaged with the regional office



Another participant, speaking on behalf of the queer community, noted, "The amount of inclusivity here today is heartwarming.... The common goal of helping others is such a positive uniting factor. Thank you VA58."

Many participants expressed deep appreciation for the support they received from their Regional Program Manager (RPM). There were also suggestions for how RPMs could improve the Collective Impact Tables (the meetings chaired by the RPMs that occur every two weeks and are attended by CBOs). Many suggestions focused on enhancing coordination among CBOs in the same region.

Some CBO representatives proposed power shifts that would give them a meaningful role in allocating regional office budgets. Others spoke about removing barriers that leave some CBOs, especially smaller groups, "unseen." A participant observed, "if you don't demonstrate the need, then the need is non-existent." This comment highlights the desire among several CBOs for greater visibility. As one group noted, "don't fear me, but hear me."

Many participants would like better and more transparent communication among CBOs and Campaign staff. They also seek channels that would allow them to influence policies and system-level issues that result in inequities.

In summary, CBO participants voiced great appreciation for the many ways that the Campaign had supported their work. Regional Program Managers were recognized as important assets and true partners. At the same time, participants voiced an interest in being able to exert more influence in resource allocation decisions. They would also like to see the regional offices play an enhanced role by strengthening ties and coordination among CBOs in the region.



## 1.3. Outreach to Youth

### Key Takeaways

- Several CBOs expressed a desire to do more public education work.
- Many CBO representatives, especially in Fresno and Long Beach, commented on the importance of increasing their engagement with youth, who outreach workers see as their communities' future.
- In Long Beach, several CBOs suggested that technologies should be more purposefully incorporated into solution strategies, particularly when seeking to reach youth.

In several small group and plenary discussions, participants affirmed the need to increase their visibility and opportunities to inform their work. CBOs expressed an interest in developing the skills needed to educate other stakeholders, such as community leaders and members, policymakers, elected officials, and health-service providers.

Participants surfaced tactics to move targeted audiences across a continuum of awareness, commitment, and action. In a single 90-minute session, groups generated dozens of ideas for reaching critical constituents.

Figure 5 places into three buckets—analysis, planning, and action—the many ideas that CBOs shared during the convening. Collectively, these ideas would undoubtedly provide CBOs with greater visibility and voice.

Figure 5. Proposed ideas to expand CBO outreach



## Tips:

### Youth Engagement

Participants stressed the importance of reaching out to and interacting more with youth. Participants offered many suggestions for what they must do to connect to youth, including the following ideas:

- Build social media capacity to forge connections with youth
- Message youth intentionally
- Consider podcasting to tell stories that appeal to youth
- Launch outreach to local colleges
- Create linkages to school boards to reach students
- Use QR codes to promote information exchanges with youth
- Create inter-generational ties between youth and classroom volunteers
- Hold live events that appeal to youth

For CBOs to engage other stakeholders, such as their own constituents, elected officials, media, local businesses and funders, they must first build their public education skills. These skills will enable them to engage in heightened outreach, which should culminate in new relationships and partnerships if done well.

While CBOs expressed a keen interest in using social media to support youth-focused outreach, they also noted that many currently lack the skills they need to do this.

An option that was not proposed or discussed but that is nevertheless promising would be to provide resources and incentives for youth to create a social media presence on behalf of “client” CBOs. Many groups funded under the Youth Engagement Partnership Program (YEPP) undoubtedly have the requisite skills along with an understanding of the VA58 Campaign’s goals. Partnerships could be developed between CBOs interested in reaching youth through social media and youth-led or youth-serving YEPP participants.

CBOs convincingly demonstrated their interest in youth outreach in the culminating activity of the convenings, an imaginary award ceremony taking place in 2027. The event moderator invited participants to describe what they had done to receive a prestigious prize. One set of CBOs talked about their work in nurturing and supporting “the next generation of leaders.” A group of five CBOs earned their award by forming a coalition that helped reduce mental health issues among youth by 50 percent (see “Best Innovative Pathway to Success” image).

## Topic Two: Pursuing Equity and Inclusion

### Key Takeaways

- Equity is the single most important value that unites everyone who participated in the convenings. That is the glue that will bind various permutations of participating actors to one another in future endeavors.
- Inclusion is a prerequisite to equity. Without a deep commitment to including everyone, equity cannot be achieved.
- In Fresno, there was more discussion about “inclusion” than “equity.” This shift reflects a strong desire on the part of smaller, more isolated CBOs to be “included” in decisions that affect their constituencies. The Fresno cohort also advocated for the inclusion of their constituencies in discussions about policies and programs that affect them.
- CBO pleas for greater inclusion can be summarized through three participant comments.
  - “Don't fear me, but hear me!”
  - “Elevate the importance of listening.”
  - “If we take the time to listen to the people, we can educate ourselves and help propel them forward in making decisions for their families.”
- A concrete example of “inclusion” cited by participants was in-language communication.

**Inclusion is a core, animating value for CBOs that participated in the convenings.** Notably, for most participants, inclusion not only referred to the broadest possible spectrum of community members but also to an equally broad range of CBOs. Participants were concerned, for example, that small, marginalized groups are often absent from meetings where information about funding opportunities and epidemiological trends are shared.

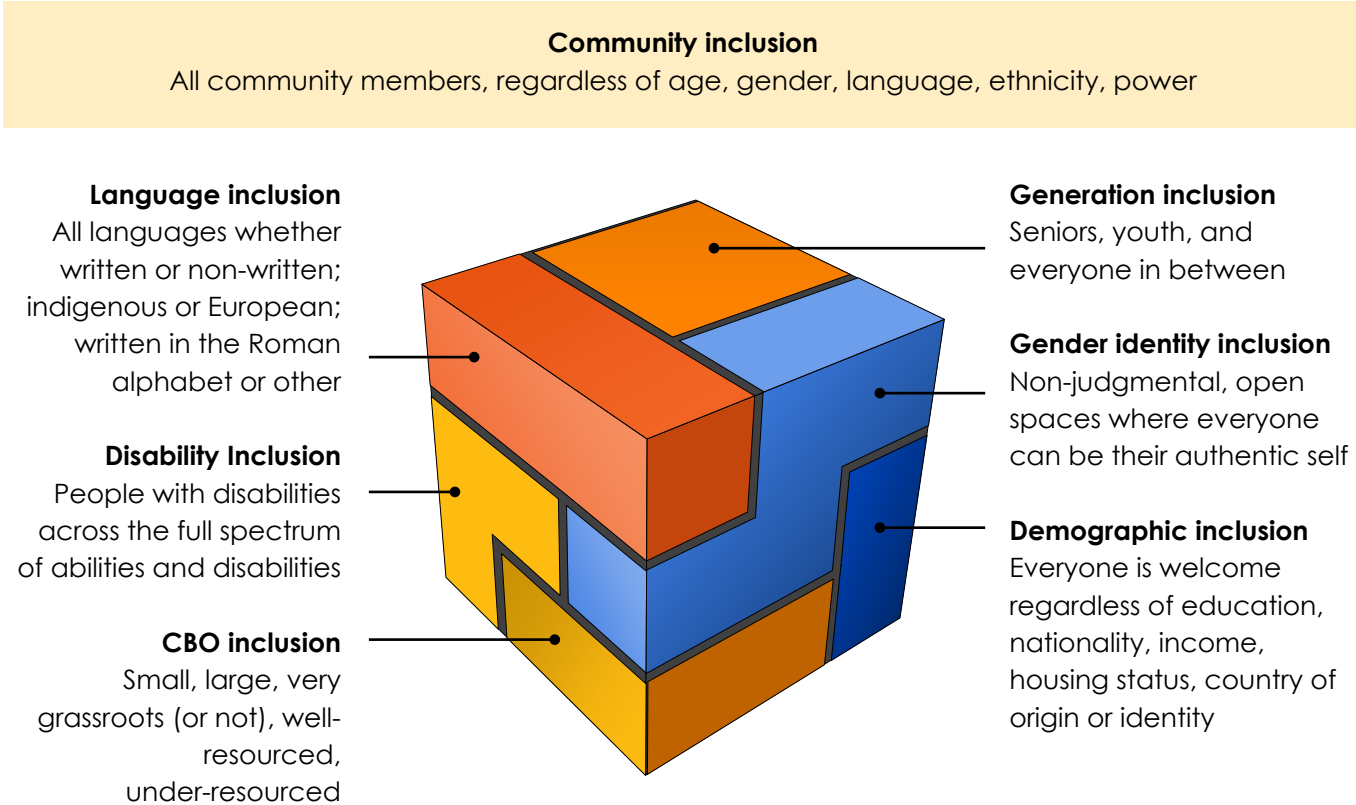
CBO inclusion is not just about who gets to “show up.” It's also about what happens when marginalized organizations and individuals attend critical events. Are they *listened* to with respect and openness? Is their voice sought out?

For many CBOs, listening is a crucial pathway for achieving equity and inclusion—regardless of whether inclusion refers to bypassed individuals or community-serving groups. Cultural humility is embedded in deep listening. As one participant observed,

*“The key point that we took out of this process is really elevating the importance of listening. Even though we have all of these challenges... wherever we are trying to find the trusted messengers, we're finding the incentives to help bring people into the process. We have the variants that show up and send us into a whirlpool and we have to pivot. In addressing all of the issues we face if we just take the time to listen to the people. They will tell us what they need to know. And, finding out what they need to know, we can then educate ourselves and use information as a means to catapult them forward in making decisions for their family.”*

“Inclusion” was understood by many participants to be achieved when all members of the community and all CBOs are heard, seen, and engaged in making decisions that affect them. One of the lessons from the pandemic, affirmed by many CBOs, is that they are an integral part of the solution to the problems their communities face. CBOs have deep first-hand knowledge of the people they serve and are seen by them as “trusted messengers.” The pandemic bolstered CBO confidence and encouraged them to claim their seat at the table more actively.

**Figure 6. How CBOs view inclusion**



Numerous CBOs saw the in-language resources the VA58 Campaign provided as valuable in expanding their outreach to new demographic groups. However, as shown in Figure 6, CBOs view inclusion as transcending language issues. It also entails engagement with all community members, all demographic groups, all gender identities, and all generations.

“CBO inclusion” means that all organizations, regardless of size, constituency, or other operational attributes, have opportunities to partner, network, and fully engage in opportunities supported by the VA58 Campaign. Participants offered many suggestions for how to bolster CBO inclusion.

## Tips:

### CBO Inclusion

- Intentionally recruiting and bringing into existing coalitions and networks some of the smaller, more marginalized, and less financially stable CBOs
- Inviting these small CBOs to meetings
- Extending to smaller CBOs opportunities to participate in capacity development opportunities
- Providing smaller CBOs with platforms to amplify their voices
- Inviting the smaller CBOs, which often have especially deep reach and relationships with historically marginalized communities, to participate in meetings devoted to the design of services or crisis response
- Sending meeting recordings to groups that cannot attend sessions
- Subcontracting with smaller organizations so they can engage more fully in the work
- Sharing and donating spaces so CBOs can more fully engage with potential partners



### **In Their Own Words: CBO representatives talk about inclusion and equity**

- *Include CBOs that represent under-represented communities.*
- *Include general community members in deliberations. Give them a seat at the table. If needed, build a bigger table to hear their voices.*
- *A part of our equity and inclusion values work is augmenting the voices of older generations, immigrants (Russian, Chinese, Afghan, Hmong, Mexican), African Americans, and the LGBTQ+ community.*
- *I've been involved in facilitating the Patient Leadership Council, a workgroup made up of community health advocates that have been around for 20 years. These community health advocates are older and have been around for a very long time. Yet these are the very people whose voices are often silenced. They need to be valued, heard, and respected.*
- *We start with a map of the earth. We then talk about the importance of inclusion. Who do we connect with? How can we use culture and language better?*

### The “Vaxxy” Awards of 2027: What CBOs accomplished to merit this recognition

- We created a pipeline to homegrow inclusive and diverse leaders and inspire lasting systems change.
- We worked together in collaboration with Central Valley CBOs to advance equity and inclusion
- We received “The Golden Mask Award” for closing health equity gaps in California and for providing inclusive services.
- We got the REACH (Resources, Equity, Access, Community Health) Prize for the Equity on Wheels Collaborative that worked with communities to provide wraparound services (e.g., mental health).
- The AA 100% Award was given to us for vaccinating all African American adults and children in Riverside County. We accomplished this by meeting community members where they are.
- We were given the 2027 “Trailblazer CBO Award” for our accomplishments in building equity, trust, and hope in the communities we serve.



As noted earlier in this report, CBOs participated in an imaginary award ceremony at the end of each convening. Small groups were asked to describe a prestigious prize they received in 2027 and what they had done to earn this accolade. The activity was designed to shed light on the vision that participants held for the future of their organizations. Not surprisingly, many awards recognized CBO breakthroughs related to inclusion and equity. Illustrative CBO responses to this activity are shown in the accompanying text box.

Several CBOs noted that the pandemic spotlighted dysfunctional systems that create inequities and marginalization. COVID-19 peeled back the curtain and exposed, for example, healthcare disparities that could no longer be avoided. One consequence of this new-found “inequity visibility” is the heightened sense of urgency that CBOs bring to their outreach efforts.

In summary, the CBO view of inclusion is multifaceted. Many participants stressed that work on inclusion must not only embrace but also transcend language issues. Inclusion involves outreach and engagement with all communities (geographic or otherwise), all CBOs, all age groups, all gender identities, all abilities, and all demographic categories (including religion, race, income, and employment, among others). Cultural humility and deep listening are critical prerequisites for achieving full inclusion.

CBOs are deeply committed to inclusion and view it as a sine qua non for closing equity gaps. Without inclusion, equity cannot be achieved. And, without deep, respectful listening, inclusion will prove to be an unattainable goal.

## Topic Three: Building Resilience

### 3.1. Pandemic's Toll on CBO Constituents and Frontline Workers

#### Key Takeaways

- Dealing with COVID was exceptionally difficult for CBO personnel who often felt isolated, under-resourced, and unable to meet the full range of needs that warranted urgent attention.
- Many participants saw the convening as a “healing experience” and would like to have more opportunities to participate in similar events. They valued the opportunities to network, build new skills, and benefit from the emotional support of people with similar experiences.

CBO staff have been on the front lines serving their communities since the onset of the pandemic. Confronting this emergency—a matter of life or death—day after day has been physically and emotionally draining for these workers.

Understandably, burnout was a theme that surfaced early and often during the three convenings. Many participants spoke of the heavy toll COVID has exacted on their well-being. They expressed great appreciation for the opportunity afforded by the convenings to connect with peers who also knew the hardships and challenges imposed by COVID from first-hand experiences.

Participants explained their emotional exhaustion in multiple ways. Many noted that CBOs shouldered the heaviest burdens in supporting their communities during a difficult time. Numerous threats assaulted communities in parallel, including the proliferation of misinformation, fires, violence, skyrocketing gas prices, mental health crises, and more. While these phenomena affected everyone, their effects on marginalized groups (e.g., the LGBTQ+ population, youth, the elderly, rural Californians, people with disabilities, and people of color) were especially profound. Frontline workers experienced their own trauma as they grappled with seemingly unprecedented levels of trauma in their communities.

The widespread recognition that the end is not yet in sight compounds the sense of burnout. The pandemic is far from over, many people are not up to date with their vaccinations, and the underlying causes of health disparities still loom large. As one participant noted,

*“We [have] moved from vaccine equity. Now [we need] to equitably address all the social determinants of health. We knew before that all these problems existed, but they've been exacerbated. And now it's our time to deal with all of them to help the community.”*

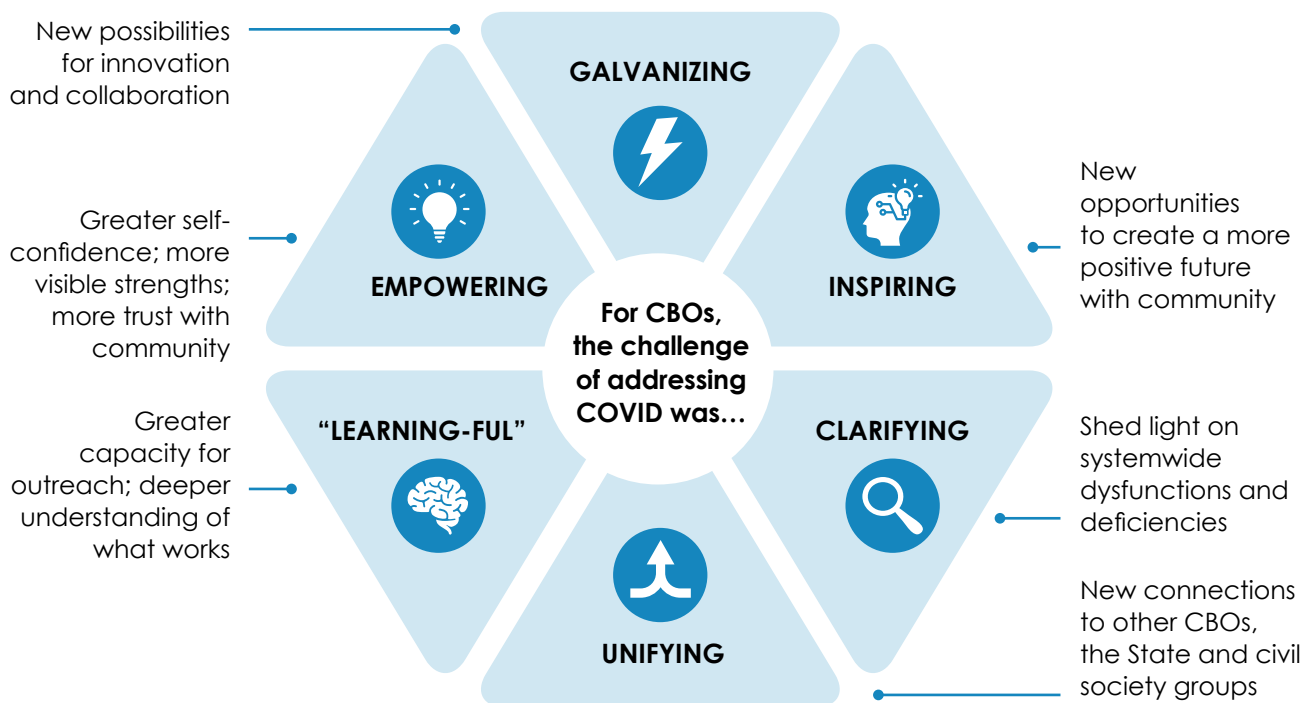


Participants identified two major consequences of burnout. The first was high turnover rates due to the emotional exhaustion experienced by frontline workers. Difficulty in filling vacancies and skill gaps sustainably was the second burnout-related challenge. These issues suggest that the problem of burnout transcends individual mental health. It is also a systemic dysfunction that merits attention.

During one of the plenary discussions, participants identified positive outcomes stemming from their intense engagement in battling the pandemic. Surprisingly, a long list of “positives” emerged. For many, working with community members and colleague organizations to address COVID was an empowering experience that built resilience. CBOs developed and recognized new strengths as they strove to meet COVID-related challenges and persistent needs. They gained community trust as they “met people where they were.” More intense engagement with the community also enabled them to identify innovation possibilities. Several participants spoke of working with community members to find new opportunities to create a more hopeful and positive future.

The pandemic also injected a new level of realism into CBO thinking by highlighting existing strengths along with the resource gaps that stymied CBO efforts to address community needs more effectively. COVID also shed light on systemwide deficiencies and dysfunctions. Participants spoke about seeing more clearly than ever what is not working and where change is needed. These new insights will undoubtedly produce enhancements to CBO activities. Figure 7 summarizes the ways in which the pandemic stimulated new the development of new skills and opportunities for CBOs.

**Figure 7. How COVID stimulated new CBO opportunities and capacities**







**In Their Own Words:  
CBO representatives talk  
about burnout**

- *Voices of staff need to be heard, We are also part of the community. We also live here.*
- *We need to “stop doing” some things. We also need to pause.*
- *We should be able to show our hurt as workers. Sharing [this] gives [me/us] energy to move forward and... get off burnout island. I am/[we are] grateful for the opportunity to share feelings.*
- *Eat, rest, keep the great work going. Encourage your body to keep going. Stay happy, be kind, stay rested. Self-care is important.*

Several participants had suggestions for how to respond to the burnout crisis. Many CBOs would like access to resources to help them cope with this problem. Others mentioned that they planned to share tools and activities experienced during the convenings to help colleagues who could not attend feel “refreshed.”

Finally, one small group offered this insight for reducing emotional exhaustion. “We need to know how to amplify CBOs without passing the buck. We need to amplify voices and the work of CBOs without burdening them further.”

In summary, burnout was a significant challenge for CBOs, with consequences beyond the mental health concerns of individual CBO staff members. Seeing so much trauma first-hand was a traumatizing experience for many frontline workers.

While the pandemic exacted a heavy burden on CBOs, it also helped create greater organizational self-confidence, relationships with new actors, a more unified CBO network, a deeper understanding of the underlying causes of health disparities, and new ways to address them.

## 3.2. Resilience-Building Strategies

### Key Takeaways

- Learning is an important underpinning of CBO resilience. CBOs learned how to meet many new challenges during the pandemic.
- Creating new opportunities for CBOs to learn from one another should be considered a resilience-building investment.
- The river exercise showed how successfully meeting challenges and learning to meet new challenges can empower CBOs and their communities.
- For several CBOs, meeting the challenges of the pandemic has been a time of growth.
- CBOs will thrive as they build internal resilience. Several organizations discussed the need to shift their focus from vaccinations to health equity. As several observers noted, “this work is not over.”

In his fantasy novel, *Fires of Heaven*, Robert Jordan observed, “The oak fought the wind and was broken; the willow bent when it must and survived.” This beautiful image captures the essence of community resilience: the physical, behavioral and social capacity to withstand, adapt to, and recover from adversity. The CBOs that attended the convenings actively support their communities in becoming more resilient.

Because resilience surfaced as a prominent theme during the convenings, it will be helpful to highlight a few core concepts embedded in this term.

### Defining Resilience

**“Resilience means that communities and households living within complex systems can anticipate and adapt to risks, and can absorb, respond, and recover from shocks and stresses in a timely and effective manner without compromising their long-term prospects, ultimately improving their well-being.”** (McCaul and Mitsidou, 2016)

Inherent in this description is the critical idea that resilient communities not only survive crises. Over time, they surpass their pre-crisis level of well-being. Traversing this arc from crisis-ridden to “a better tomorrow” is a daunting journey for CBOs working in marginalized communities with marked disparities on multiple measures of well-being.

During the convenings, CBO participants explored three major dimensions of resilience: how resilience manifests within their communities; how CBOs and communities, working together, build resilience; and the relationship between resilient communities and resilient CBOs.



**In Their Own Words: CBO representatives talk about how resilience is manifested in their communities**

- *We're on a mission to do better. If another pandemic comes, we're ready.*
- *The community is willing to try new solutions to persistent problems.*
- *We are working on outreach for the monkeypox vaccine. The infrastructure we need is already in place because of COVID.*

The mission to “do better” (first bullet) highlights the CBO desire to ensure that communities both survive and thrive. Being prepared for the next pandemic (second bullet) demonstrates several critical attributes of resilience: anticipating and adapting to crises as well as responding to and recovering from shocks in a timely and effective manner. The monkeypox quote (third bullet) exemplifies anticipating risks and adapting practices to respond to them.

In plenary and small-group sessions, CBOs shared strategies they employ to build resilience. Many of the resilience-cultivation methods identified involve learning or capacity strengthening. Learning needs to occur with and alongside communities to truly build resilience.

Across all three convenings, CBOs expressed interest in finding opportunities to enhance their outreach capacity through mastery of communications skills and digital technologies. There was also a strong interest in developing skills to promote sustainability, scale-up, and adaptability. Participants viewed these areas as prerequisites for supporting communities to become more resilient. CBOs also expressed interest in deepening their knowledge of health equity and proven practices for promoting it.



**In Their Own Words: CBO representatives talk about sources of resilience in their communities**

- *We know what it takes to be out in the field in our community. This knowledge is a source of our resilience.*
- *There isn't one right way to do things. You have to learn to adapt. Getting feedback from the community is crucial. Being able to constantly adapt on the basis of this feedback is how we build resilience and grow.*

Several participants identified self-care as crucial for strengthening resilience. One small group wrote, “The river teaches us to be resilient, to take care of itself/others.



Moments of calm should heal us, empower us, and motivate us.” Another group noted that “self-empowerment leads to collective empowerment. When one community voice is heard, people come together. This voice is a source of resilience.”

While self-care and self-empowerment are inward-facing processes for building resilience, outward-facing activities were also identified. For example, several CBOs expressed interest in building political power and visibility, while others focused on learning with and from community members.

A final idea that surfaced was the symbiotic relationship between community and CBO resilience. As a community grows in its ability to withstand shocks, members are increasingly able to support, participate in, and lead CBOs. In turn, the CBOs become more robust and are ever more able to help the community thrive. In short, CBO and community resilience improvements lead to a virtuous, self-reinforcing cycle of well-being.

**Figure 7. CBO strategies for building resilience**



In summary, resilient communities, when faced with a crisis, can resist, absorb, adapt to, and recover in a timely manner. Over time, these communities will surpass the level of well-being they experienced at crisis onset. CBOs employ many strategies to promote resilience including learning, feedback loops, the cultivation of political ties, and self-care.

# Conclusions and Recommendations



The three convenings sponsored by the Vaccinate ALL 58 Campaign represent significant investments of time and talent. Typically, initiatives of this scope, scale and size have an embedded theory of change that offers a rationale for event design and delivery. Often, this rationale is never explicitly stated. Instead, it lives, consciously or subconsciously, in the minds of those who funded, designed, and led the convenings.

This section of the report attempts to bring the underlying theory of change to light and draw some inferences about it. This analysis aims to assess the soundness of the strategy behind the convenings and to pave the way for recommendations regarding future activities.

**Figure 8. Unpacking the strategy behind the convenings**



# 1

## Strategic Prong 1: Build on CBO Assets

As shown in Figure 8, the convenings were designed to build on CBO assets, the first strategic prong. This was done through open dialogue during plenary sessions, “tabletop” activities that engaged both head and heart, and highly interactive workshops that encouraged participants to share knowledge. The agenda afforded CBO representatives many opportunities to make new connections. Communication and learning were multi-directional rather than “top-down.” Explicit conversation about burnout acknowledged the trauma and hurt that many participants have experienced over the last three years and allowed attendees to bring their authentic selves to the event. Many participants noted that their small group conversations about burnout were “healing.” While the sessions weren’t deliberately designed to serve as an antidote to the acute pain experienced by many frontline workers, they were intended to encourage open, honest dialogue and an enriched understanding of the realities CBO staff face as they partner with the State to address health disparities and help their communities become more resilient.

# 2

## Strategic Prong 2: Meet CBOs Where They Are

The convenings were planned to meet CBOs where they are (the second strategic prong). There was no one “right way” for CBOs to share opinions or experiences. This openness was recognized by the Campaign and facilitation team as a precondition for finding common ground and shaping a shared future—the stated purpose of the convenings. The emphasis on peer-to-peer learning communicated powerfully to participants that the State recognizes them as the true experts in how to respond to their communities’ needs. Deep listening and cultural humility generated trust. The public recognition of CBO expertise and accomplishments heightened the self-confidence that many participants voiced when reflecting on the daunting challenges they had to overcome during the pandemic to support the people they serve.

# 3

## Strategic Prong 3: Promote Managerial and Technical Excellence

The third strategic prong focuses on technical and managerial excellence. The supporting tactics involved fostering strategic networking and deeper connections among participants to amplify their outreach and impact. Many attendees appreciated the opportunity to connect with new organizations having complementary experiences and insights.

Overall, the theory of change that implicitly guided the convenings appears to have been highly conducive to meeting the stated goal. The approach was also consistent with participant preferences, and, as such, should be used to guide the development of future activities.

Throughout the convenings, participants offered numerous suggestions for how to strengthen the State's partnership with CBOs. This report references many of these ideas. However, any assessment of these suggestions is beyond this report's scope. Therefore, the recommendations presented here primarily identify areas where additional exploration is warranted.

- **The transition from the Vaccinate ALL 58 Campaign identity to the Office of Community Partnerships and Strategic Communications.** Continue to clarify what the implications of this change are for CBO partners. Identify the questions that are uppermost in the minds of CBO leaders and determine how best to respond.
- **Tapping into CBO expertise about their communities.** Examine whether the role that CBOs play at the Collective Impact Tables (CITs) should be modified. For example, how might CBOs provide input on agenda items? Under what circumstances might CBOs chair some or all of the meetings?
- **Engaging with smaller CBOs.** What are the best mechanisms for tapping into the often highly specialized expertise of small CBOs? How might subcontracting or mentorship opportunities be structured to confer value to smaller CBOs and the State? What role, if any, should small, uncontracted CBOs play in the CITs?
- **Future convenings.** How often should they occur? Should invitations only be extended to current contracted partners? What are the relative advantages and disadvantages of statewide (rather than regional) gatherings? Under what circumstances can CBOs have more than two participants attend?
- **The power of networking, partnering, and collaborating.** What should the State do to promote or support more strategic networking among CBOs?
- **Reaching youth.** What might the State and CBOs do to engage youth? What types of investments or training are needed to engage youth effectively?
- **Coping with burnout.** What types of resources, referrals, or opportunities can the State provide to address this issue?

In summary, the three-pronged strategy that guided the development of the convenings was well-suited to the goal of creating a shared future. Post-convening follow-up should focus on exploring the issues highlighted in the recommendations.

# Annex A: Compendium of Convening Presentations and Products

This compendium provides links to all presentations and products participants created during plenary sessions and interactive workshops.

- [Folder](https://drive.google.com/drive/folders/18mu78oMtPNj0y1K8EQ-rMjkO3hOBN_oZ) (https://drive.google.com/drive/folders/18mu78oMtPNj0y1K8EQ-rMjkO3hOBN\_oZ) with resources and work products from all 3 convenings
- [Video](https://www.dropbox.com/s/8k12oqrf868wflm/Vax58%20Photo%20Highlights%20Mix%20v4.mp4?dl=0) (https://www.dropbox.com/s/8k12oqrf868wflm/Vax58 Photo Highlights Mix v4.mp4?dl=0) with highlights from all 3 convenings
- Sample [agenda](https://drive.google.com/file/d/19FcXBXNVEPS3ffeMrYtc7VbaahSUcmL9/view?usp=sharing) (https://drive.google.com/file/d/19FcXBXNVEPS3ffeMrYtc7VbaahSUcmL9/view?usp=sharing)
- Padlets: [Sacramento](https://padlet.com/alfredo_ortiz1/7j6d7lkhp2akacnd) (https://padlet.com/alfredo\_ortiz1/7j6d7lkhp2akacnd), [Fresno](https://padlet.com/alfredo_ortiz1/gsjmv9x3h2nzjt0r) (https://padlet.com/alfredo\_ortiz1/gsjmv9x3h2nzjt0r), [Long Beach](https://padlet.com/alfredo_ortiz1/uwy7ngaovj01yi72) (https://padlet.com/alfredo\_ortiz1/uwy7ngaovj01yi72)
- Finding Common Ground [Presentation](https://docs.google.com/presentation/d/1zjjfwTDRyJNtyXPC7nKvrWBPp8dwY5v/edit#slide=id.p1) (https://docs.google.com/presentation/d/1zjjfwTDRyJNtyXPC7nKvrWBPp8dwY5v/edit#slide=id.p1) [Beryl Levinger]
- Scenario Mapping [Presentation](https://docs.google.com/presentation/d/1Jz6XsVzYARiN52uapx2RfE6MVRM2zHSG/edit#slide=id.p1) (https://docs.google.com/presentation/d/1Jz6XsVzYARiN52uapx2RfE6MVRM2zHSG/edit#slide=id.p1) [Beryl Levinger]
- Anatomy of a Lesson Learned [Alfredo Ortiz in Sacramento and Long Beach]
  - [Presentation](https://docs.google.com/presentation/d/19fY9LpYnZzUL7jjMktVEI00dD-c8GLOF/edit#slide=id.p1) (https://docs.google.com/presentation/d/19fY9LpYnZzUL7jjMktVEI00dD-c8GLOF/edit#slide=id.p1)
  - [Poem](https://drive.google.com/file/d/17LVY1H-9wQWXmddl-rS8btAyGiCepuMd/view) (https://drive.google.com/file/d/17LVY1H-9wQWXmddl-rS8btAyGiCepuMd/view)
  - [Session products](https://drive.google.com/drive/u/0/folders/1Zu4uj_71kansf_bzuBRLEJJS_YM-qNW) (https://drive.google.com/drive/u/0/folders/1Zu4uj\_71kansf\_bzuBRLEJJS\_YM-qNW) [images of the rivers produced by each small group]
- Anatomy of a Lesson Learned [Rubayi Estes in Fresno]
  - [Presentation](https://docs.google.com/presentation/d/1O8Nazi8VRFhK8PSiQd12fk3hP4ohkRqZ/edit#slide=id.p1) (https://docs.google.com/presentation/d/1O8Nazi8VRFhK8PSiQd12fk3hP4ohkRqZ/edit#slide=id.p1)
  - [Session products](https://drive.google.com/drive/u/0/folders/1I83DKypLaMWVCz0xYwikLNfobsGIgYJ7) (https://drive.google.com/drive/u/0/folders/1I83DKypLaMWVCz0xYwikLNfobsGIgYJ7) [images produced by each small group]
- Strategic Networking [Evan Bloom]
  - [Presentation](https://docs.google.com/presentation/d/1YXpIKz8IT_pzE4fDBEd2Jk0Q1w1wi4u/edit#slide=id.p2) (https://docs.google.com/presentation/d/1YXpIKz8IT\_pzE4fDBEd2Jk0Q1w1wi4u/edit#slide=id.p2)
  - [Session products](https://drive.google.com/drive/u/0/folders/1SlvCBidOAMy5udHN9MeNqliK51w4FZa3) (https://drive.google.com/drive/u/0/folders/1SlvCBidOAMy5udHN9MeNqliK51w4FZa3) [images of all flip charts produced by participants]
- Creating and Sharing Our Story: The Vaxxies [Beryl Levinger]
  - [Presentation](https://docs.google.com/presentation/d/1Pkc2ymdJ4-iPdhoijkyiHLhTHvMeYN-/edit?usp=sharing&oid=107238449773513769374&rtpof=true&sd=true) (https://docs.google.com/presentation/d/1Pkc2ymdJ4-iPdhoijkyiHLhTHvMeYN-/edit?usp=sharing&oid=107238449773513769374&rtpof=true&sd=true)



- [Videos](https://drive.google.com/drive/u/0/folders/16WKidZqkPXV89o5IHol3S5pTe2qutVVx) (https://drive.google.com/drive/u/0/folders/16WKidZqkPXV89o5IHol3S5pTe2qutVVx) of awards ceremonies
- Souvenir [Program](https://drive.google.com/file/d/1loni7MG7smwZIDAY_AEqMzsHXmam1yZ6/view?usp=sharing) (https://drive.google.com/file/d/1loni7MG7smwZIDAY\_AEqMzsHXmam1yZ6/view?usp=sharing) [a 19-page colorful pdf file with links to all resources; agendas; selected images from sessions; workshop descriptions; and facilitator bios]

### Interactive Workshops

- Amplifying Community Voice [Ena Yasuhara Li], [Presentation](https://drive.google.com/file/d/1dG3_M3X22RlaMmGfyZFxBVXoplAIBPUB/view) (https://drive.google.com/file/d/1dG3\_M3X22RlaMmGfyZFxBVXoplAIBPUB/view)
- Creating Tools to Enhance Inclusion [Anab Mohamed], [Presentations 1](https://drive.google.com/file/d/1nswxy2PyJdlZOY2DxJjovlK1M15_FFSe/view) (https://drive.google.com/file/d/1nswxy2PyJdlZOY2DxJjovlK1M15\_FFSe/view) and [2](https://drive.google.com/file/d/1-ENCcxbbk-BKNkaS9vXQCzvu7Yr3ce8w/view) (https://drive.google.com/file/d/1-ENCcxbbk-BKNkaS9vXQCzvu7Yr3ce8w/view)
- Digital Storytelling [Justin Bench], [Presentation](https://docs.google.com/presentation/d/1Xn0YlAP62jR8IRJICEe6lTIWlebSFe40/edit#slide=id.p1) (https://docs.google.com/presentation/d/1Xn0YlAP62jR8IRJICEe6lTIWlebSFe40/edit#slide=id.p1)
- A Strategic Partnering Simulation [Evan Bloom], [key images](https://drive.google.com/file/d/1DRa6QHioyptvzpYl-TCe5ZPZDa335nrx/view?usp=sharing) (https://drive.google.com/file/d/1DRa6QHioyptvzpYl-TCe5ZPZDa335nrx/view?usp=sharing)
- Using Rich Pictures to Explore Mental Models [Alfredo Ortiz], Sacramento and Long Beach only. [Presentation](https://docs.google.com/presentation/d/18b2p1vbOtB90CiYCXdgm9DtipWXQ05bN/edit#slide=id.p1) (https://docs.google.com/presentation/d/18b2p1vbOtB90CiYCXdgm9DtipWXQ05bN/edit#slide=id.p1)
- Working Appreciatively [Claudia Leibler], Sacramento and Long Beach only. [Presentation](https://docs.google.com/presentation/d/18b2p1vbOtB90CiYCXdgm9DtipWXQ05bN/edit#slide=id.p1) (https://docs.google.com/presentation/d/18b2p1vbOtB90CiYCXdgm9DtipWXQ05bN/edit#slide=id.p1)
- Working Appreciatively [Ruyabi Estes], Fresno only. [Presentation](https://drive.google.com/file/d/1N0euAHe_HXx0v9Y90kM5rkg_al_b7eo3/view) (https://drive.google.com/file/d/1N0euAHe\_HXx0v9Y90kM5rkg\_al\_b7eo3/view)
- Managing Project Constraints [Beryl Levinger], Long Beach, Day 2, only. [Presentation](https://drive.google.com/file/d/1Z5y3uZWTg7NPj9J_s_6kOOYh8EKVHzUv/view) (https://drive.google.com/file/d/1Z5y3uZWTg7NPj9J\_s\_6kOOYh8EKVHzUv/view)

# Annex B: Agenda and Facilitator Profiles



## Finding Common Ground & Shaping Our Shared Future Vaccinate ALL 58 CBO Convenings 2022

Sacramento | Sept. 8 – 9  
Fresno | Sept. 13 – 14  
Long Beach | Sept. 20 – 21

### PURPOSE

The Vaccinate ALL 58 (VA58) Campaign is gathering CBOs to recognize our collective achievements and seek common ground to innovate and adapt to evolving circumstances. With the new Office of Community Partnerships & Strategic Communications (OCPSC), we hope to shape a shared future by learning with one another and renewing our focus.

### OUTCOMES

The expected outcomes for participants are to:

- 1) Enhance knowledge, skills and attitudes to improve our practices through peer-to-peer learning spaces
- 2) Create a shared culture of reflection, learning and knowledge sharing to continuously improve our work to facilitate equity for our communities

### PROCESS

Sessions will be a mix of high-level briefings, facilitated small group discussions and thematic sessions. The convenings will be facilitated by Root Change.

Participants are asked to take control of their own learning and are encouraged to engage with the other participants. Please refrain from using cell phones and laptops, as well as stick to time and schedules.

### Convening Dates and Location

Two participants per CBO funded by CCHP 3.0 and Youth Engagement Partnership Program 2.0 are invited to attend the same convening closest to your area of operations.

Northern California	Central California	Southern California
<b>September 8 - 9</b>	<b>September 13 - 14</b>	<b>September 20 - 21</b>
9:00 am - 4:00 pm	9:00 am - 4:00 pm	9:00 am - 4:00 pm
Hilton Arden West	DoubleTree by Hilton	Hilton Long Beach
2200 Harvard St.	2233 Ventura St.	701 W Ocean Blvd.
<b>Sacramento</b>	<b>Fresno</b>	<b>Long Beach</b>
Region 1 - Bay Area	Region 2 - Central Coast	Region 4 - Border Region
Region 7 - NorCal & the Sierras	Region 3 - Central Valley	Region 5 - Inland Empire
Region 8 - Greater Sacramento Region		Region 6 - Los Angeles & Orange



**AGENDA AT-A-GLANCE**

Day 1	Day 2
8:00–9:00 Registration	
<b>9:00 - 10:00 Welcome &amp; Opening: Shaping a Shared Future</b>	<b>9:00 - 9:10 Opening Reflections</b>
<b>10:00 - 11:00 Finding Common Ground</b> Establish and deepen connections with others as they discuss unique situation and outreach challenges. Believing that solutions come from within, the purpose is for participants to offer support, resources and guidance considering perceived commonalities and differences	<b>9:10 - 9:45 Strategic Networking</b> Expand your influence within your social networks while also becoming better positioned to tap into and benefit from relevant network resources
	<b>9:45 - 10:45 Anatomy of a Lesson Learned</b> Leverage knowledge, skills and insights gained from your outreach work (part 2)
Networking Break	Networking Break
<b>11:25 - 11:30 Audience Poll</b>	<b>11:15 - 12:45 Interactive Learning Session #2</b> Choose from highly interactive offerings
<b>11:30 - 12:30 Scenario Mapping</b> Discuss outreach-related scenarios and how to take appropriate actions to convert “most likely” scenarios to “best case” situations	
Lunch provided at venue	Group Photo & lunch provided at venue
<b>1:15 - 2:45 Interactive Learning Session #1</b> Choose from highly interactive offerings	<b>1:30 - 3:00 Creating and Sharing Our Story</b> Articulate a “story-worthy” vision for the future along with major milestones leading to a desired state
Networking Break	Networking Break
<b>3:00 - 4:00 Anatomy of a Lesson Learned</b> Leverage knowledge, skills and insights gained from your outreach work (part 1)	<b>3:15 - 3:45 Partnering</b> Apply a framework to assess and expand the strategic value of partnering activities
<b>4:00 Close of Day 1</b>	<b>3:45 - 4:00 Acknowledgements and Close</b>
	<b>5:00 - 6:30 Public Workshop: Opportunities</b> <b>7:00 - 8:30 Organized by Office of Community Partnerships &amp; Strategic Communications</b>



---

## INTERACTIVE LEARNING SESSIONS

---

Participants will have the opportunity to participate in two of these sessions.

### 1) *Amplifying Community Voice* | *Ena Yasuhara Li*

Participants will discuss how you are incorporating community voices and engaging community members in their programming. We will introduce tools you can use to assess your practices and discuss ways to further incorporate lived experiences in advocacy, programming, fundraising and grantmaking. You will have the opportunity to learn from each other and co-develop practices to advance community engagement.

**Ena Yasuhara Li** is Vice President for Community Impact at the United Way Bay Area where she has served for the past 12 years. Prior to her current role, Ena was responsible for United Way's education and evaluation portfolios. A graduate of Middlebury College (BA), Brooklyn College (MS, Education), and Middlebury Institute of International Studies (MPA), Ena has focused on amplifying community voice; diversity, equity and inclusion issues; and using data to improve program performance. A leader in her field, Ena frequently leads workshops for and with United Way partners. Her grassroots work has involved community schools, two-generation approaches, and family engagement.

### 2) *Creating Tools to Enhance Inclusion* | *Anab Mohamed*

In this highly interactive workshop, we will share scorecards and other tools that CBOs have used to support their work on inclusion. Participants will identify the strengths and weaknesses of these tools in relation to your own work. You will then create tools to enhance the outreach work you do in their communities.

**Anab Mohamad** has a career that includes work on the design, and evaluation of health equity projects. She has worked with Plan International in Sudan and in Monterey County with the Community Foundation where she focused on strengthening the capacity of local nonprofits to engage in advocacy and promote inclusion. She is a recognized subject matter expert on gender equality, inclusion, and stakeholder engagement. Anab graduated from the University of California Santa Cruz (in Cell and Developmental Biology) and earned an MA in policy and development from the Middlebury Institute of International Studies at Monterey.

### 3) *Digital Storytelling* | *Justin Bench*

Participants will be introduced to real-world examples of good digital storytelling in support of equity and outreach work. You will then brainstorm how these examples might be adapted for use in your own organizations. By the workshop's conclusion, everyone will have outlined a digital story you can work on when you return home.

**Justin Bench** has a personal history that combines organizational capacity strengthening work with filmmaking to support social action goals. He is the creator of UpsideReports.com, a short film series of case studies on innovative solutions to social justice issues. Earlier in his career, Justin was based in Quito, Ecuador where he worked with SNV, a Dutch social enterprise and its partner organization, the World Business Council for Sustainable Development. In this role, he promoted social and economic inclusion through customized capacity-strengthening strategies. Justin graduated from the University of California Santa Cruz and holds an MPA from the Middlebury Institute of International Studies at Monterey. He has lived in such diverse settings as Ecuador, Brazil, France, Costa Rica, and Thailand. He speaks fluent English, Spanish, and French along with conversational Portuguese. Justin is currently becoming proficient in American Sign Language.



#### 4) *Managing Project Constraints* | *Beryl Levinger*

All projects face three interdependent constraints that together form the “iron triangle.” These constraints are money, time and scope. You will explore the meaning and implications of a common saying among project managers: “cheap, fast, or good—choose two.” Share ideas with peers about how these constraints are best managed in the context of outreach work.

**Beryl Levinger** (co-lead facilitator) is the Chief Learning Officer at Root Change. Before joining Root Change, she taught graduate-level classes in evaluation, innovation, and project design at the Middlebury Institute of International Studies at Monterey and Emory University. Both institutions awarded her the title of Distinguished Professor. With a career that includes senior positions at AFS Intercultural Programs (president), CARE (senior vice president), and Save the Children (vice president), Beryl draws on experiences in more than 90 countries. A winner of numerous international awards for her contributions to the field of capacity development including two Fulbright grants, Beryl has been a leader in rethinking how organizations can leverage learning for greater impact. In addition to her work with the Vaccinate ALL 58 Campaign, Beryl’s current portfolio includes developing a new capacity strengthening system for health-oriented NGOs in the Global South and serving as lead evaluator on two US electoral integrity projects that combat disinformation through trusted messengers. Beryl spent ten years living and working in Colombia and Honduras. She is a graduate of Cornell and the University of Alabama (MA and Ph.D).

#### 5) *A Strategic Partnering Simulation* | *Evan Bloom*

Participants will engage in a role play enabling you to develop insights into your partnering practices. The aim of this simulation is to help you identify partnering strategies to extend your reach and impact.

**Evan Bloom** (co-lead facilitator) has worked in the field of international development and community development for almost four decades. He is the co-founder of Root Change, an international nonprofit that supports social innovators in crafting interactive experiences so that people, organizations, and communities can build better futures for themselves. Before founding Root Change, Evan served as the Vice President for Capacity Building at Pact, Inc. He has lived in South Asia and West Africa, and has undertaken assignments in over 40 countries.

Evan has been a consultant to more than 50 international and local nonprofits, the United Nations, the World Bank, Peace Corps, and the United States Agency for International Development (USAID). He has also worked with several Fortune 500 companies. Evan taught graduate students at the Middlebury Institute of International Studies and Emory. He is a graduate of Clark University (BA) and Cornell (MS).

#### 6) *Using Rich Pictures to Explore Mental Models* | *Alfredo Ortiz (Sacramento, Long Beach only)*

A Rich Picture is a way to explore, acknowledge and define a situation. Using symbols and drawings, a Rich Picture, helps community members to open discussions and come to a broad, shared understanding of a situation. Participants will practice this technique and discuss how it can be used to support your outreach work.

**Alfredo Ortiz** has been actively engaged in community-based action research (AR) and nonprofit capacity development for the last 23 years. His work focuses on organizational identity development, community development, human rights, and strategic planning in complex environments. He currently co-leads an AR project that promotes health and wellbeing by bringing together community members, CBOs, university students, professors, and local health jurisdiction workers. The project engages community actors in telling their own wellbeing stories that are then used by local groups to inspire advocacy and inform action.



Alfredo is a thought leader in Action Research, co-authoring one of the leading books in the field (<https://www.actionresearch5.com/>). He is also co-editor of the recent Sage Handbook of Participatory Research and Inquiry and has written many articles exploring creative methods to engage community members in meeting local challenges.

A full professor at the Dreeben School of Education, University of the Incarnate Word in San Antonio, Texas, Alfredo also taught for many years at the Middlebury Institute of International Studies at Monterey. He currently helps facilitate the annual Community-Based Participatory Research Institute at the University of New Mexico. His PhD is from the Institute of Development Studies at the University of Sussex, UK, and his work has taken him to sixteen countries in Africa, Asia and Latin America. ]

#### **7) Working Appreciatively | Claudia Liebler (Sacramento, Long Beach); Rubayi Estes (Fresno)**

This workshop will offer participants the opportunity to identify techniques that engage community members in uncovering their strengths and sharing their dreams. Such conversations are the foundation of asset-based approaches to community uplift. You will create a set of appreciative questions to be used to advance your outreach work.

**Claudia Liebler**, a co-founder of Root Change, is one of select group of professionals specializing in positive approaches to change. She has worked in more than 40 countries and has advised USAID Missions, representatives of foreign ministries, global nonprofits and local grassroots groups on organizational strengthening, network building, and partnership development.

While on the staff of Case Western Reserve's Weatherhead School of Management, Claudia conceived and co-directed the Global Excellence in Management (GEM) Initiative, a program that received a seven-year multimillion dollar grant from USAID to strengthen nonprofit capacity. In this role, she worked on social innovation with more than 200 nonprofit leaders.

Before co-founding Root Change, Claudia was the Director of Participatory Training and Facilitation at Pact, a global nonprofit where she provided both internal and external services to a wide range of organizations and groups. Among the many projects she led were an anti-trafficking initiative for Cyprus and a UN-sponsored program to reduce disaster risks. Claudia has taught at the American University in Washington D.C. and the Middlebury Institute of International Studies at Monterey.

Recognized internationally, Claudia's special areas of expertise include the mobilization of vibrant networks, asset-based approaches to social change, and the creation of common agendas among diverse stakeholder groups. Her training includes an MSW from Columbia University.

**Rubayi Estes** is Vice President for Programs at the Santa Barbara Foundation. She uses collaborative learning strategies to strengthen the capacity of local organizations so they can achieve better outcomes with and for their communities. Her work draws from multiple disciplines including program management, evaluation, environmental action, public policy, and information technology. The focus of her work is building bridges between community-based organizations and civic systems to advance community health and equity. Rubayi is a graduate of the University of California, Santa Barbara and the Middlebury Institute of International Studies at Monterey.

## Annex C: Participating Community-Based Organizations

ABRAZAR, Inc.  
Active San Gabriel Valley  
AHN Foundation  
Antelope Valley Partners for Health  
Asian Health Services  
Asian Resources Inc.  
Bienestar Human Services  
BPSOS Center for Community Advancement  
Brighter Beginnings  
Building Resilient Communities  
California Alliance of Boys and Girls Clubs  
California Association of African American Superintendents and Administrators  
California Black Women's Health Project  
California Community Foundation  
California Consortium for Urban Indian Health, Inc  
California Health Collaborative  
California Indian Manpower Consortium, Inc.  
California State Alliance of YMCAs  
Campesinas Unidas Del Valle De San Joaquin  
Canal Alliance  
Catholic Charities of California, Inc.  
Center for Empowering Refugees and Immigrants  
Central City Neighborhood Partners  
Central Valley Empowerment Alliance  
Centro CHA Inc  
Centro de Unidad Popular Benito Juarez, Inc.  
Centro La Familia Advocacy Services, Inc  
Champions for Health  
Clinica Msr. Oscar A. Romero  
Coalition for Humane Immigrant Rights  
Community Coalition for Substance Abuse Prevention and Treatment  
Community Development Technologies Center  
Community Health Action Network  
Connecting Point  
CORE Community Organized Relief Effort  
Council on American-Islamic Relations Sacramento Valley/Central California  
Cultural Brokers Inc.  
Disability Community Resource Center  
Disability Rights Education and Defense Fund  
Divine Truth Unity Fellowship Church, Inc  
Dolores Huerta Foundation  
El Concilio California  
El Concilio Family Services  
El Dorado Community Health Centers  
El Sol Neighborhood Educational Center  
Empowering Pacific Islander Communities  
Equality California Institute  
Faith in Action of the San Geronio Pass  
Family Assistance Program  
Folsom Cordova Community Partnership  
Fresno American Indian Health Project  
Fresno County Economic Opportunities Commission  
Gamaliel of California  
Glenn County Community Action  
Glide Foundation  
Greater Sacramento Urban League  
Healthy Community Forum for the Greater Sacramento Region  
Hmong Cultural Center of Butte County  
Hmong Youth and Parents United  
Inland Empire Immigrant Youth Collective  
Inland Empire United  
InnerCity Struggle  
Instituto de Avance Integral Latino CDC  
Kings County Commission on Aging  
La Familia Counseling Center  
Latino Coalition for a Healthy California  
Level Up NorCal  
LGBTQ+ Collaborative  
Liberty Towers Church of the Nazarene  
Long Beach Forward, Inc.  
Madera Coalition for Community Justice  
MEND  
Merced Lao Family Community, Inc.  
Mi Familia Vota Education Fund

## Participating Community-Based Organizations (cont'd)

Mujeres en Accion  
Muslim American Society, Sacramento  
Mutual Assistance Network  
National Association for the Advancement of Colored People  
Neighborhood House of Calexico, Inc.  
ONEgeneration  
Pacoima Beautiful  
Pajaro Valley Prevention and Student Assistance  
Parent Engagement Academy  
Plumas Crisis Intervention and Resource Center  
Project Joy  
Promotoras con Alma  
Reach Out West End  
Refugee and Immigrant Transitions  
Regional Pacific Islander Taskforce  
Resources for Independence Central Valley  
Riverside County Black Chamber of Commerce  
Sacramento Steps Forward  
SALVA  
San Diego Refugee Communities Coalition  
Self-Help Enterprises  
ShePower Leadership Academy  
Sigma Beta Xi, Inc.  
Somali Family Service of San Diego  
South Bay Center for Counseling  
South Kern Sol  
Stanislaus Asian American Community Resource  
Starting Over, Inc.  
The Cambodian Family Community Center  
The Fresno Center  
The Regents of the University of California, Riverside  
The Riverside County Black Chamber of Commerce  
The Source LGBT+ Center  
The TransLatin@ Coalition  
The Way Resource Center  
Toberman Neighborhood Inc,  
TODEC Legal Center, Perris  
Training Institute for Leadership Enrichment  
UFW Foundation  
United Cambodian Community  
United Way of Northern California  
Urban Strategies Council  
Valley Onward  
Vision y Compromiso  
Walden Family Services  
West Fresno Health Care Coalition  
YMCA of Metropolitan Los Angeles  
Young Visionaries Youth Leadership Academy  
Youth Leadership Institute



## Annex D: Works Cited

Definition of Resilience. (2009). [United Nations Office for Disaster Risk Reduction blog]. UNISDR Terminology on Disaster Risk Reduction. <https://www.undrr.org/terminology/>

Jordan, R. (2007). The fires of heaven. A Tom Doherty Associates Book.

McCaul, Bernard, and Alexandra Mitsidou. 2016. "Analysis of the Resilience of Communities to Disasters." ARC-D Toolkit User Guidance Manual. [https://resiliencenexus.org/wp-content/uploads/2018/10/ARCDToolkitUserManual-Nov2017-B02\\_PrintingQuality.pdf](https://resiliencenexus.org/wp-content/uploads/2018/10/ARCDToolkitUserManual-Nov2017-B02_PrintingQuality.pdf).

McCaul, Bernard, and Alexandra Mitsidou. "ARC-D Toolkit–Resilience Nexus." [https://resiliencenexus.org/arc\\_d\\_toolkit/what-it-is/](https://resiliencenexus.org/arc_d_toolkit/what-it-is/).